

NEWCASTLE MUNICIPALITY DRAFT SDBIP 2017/18																						
SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
BTO001	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	Achieve Value for money	To have an effective Supply Chain Management system in place;	Budget and Treasury Office	257 382 086.13	0	FV16.1.1	Approved annual procurement plan by July 2017 approved by the Finance Portfolio Standing Committee	OUTPUT	Approved procurement plan aligned to the approved budget	New KPI	Approved annual procurement plan by July 2017 approved by the Finance Portfolio Standing Committee	Approved annual procurement plan by July 2017 approved by the Portfolio Steering Committee	N/A	N/A	N/A	Director: Supply Chin Management	Annually	Minutes of PFSC and Approved Procurement Plan
BTO002	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	Achieve Value for money	To have an effective Supply Chain Management system in place;	Budget and Treasury Office			FV16.2.1	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotations)	OUTPUT	Number of days	120 days for bids and 60 days quotations	120 days for bids and 60 days quotations	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotation s)	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotation s)	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotation s)	Turnaround times for bids at 120 days and for quotations 60 days (Tenders/Quotation s)	Director: Supply Chin Management	Quarterly	register certified by CFO with calculation, Bid committees and letter of awards etc
BTO003	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	Review the financial policies to ensure sound financial and fiscal management and good governance	Budget and Treasury Office				Supply Chain Management Policy reviewedand approved by May 2018	OUTPUT	SCM Policy approved by Council by May 31	SCM Policy approved by Council by May 31	SCM Policy approved by Council by May 31	N/A	N/A	Draft SCM policy submitted to council	SCM policy approved by Council	Director: Supply Chin Management	Quarterly	Council Resolution
BTO004	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	Revenue enhancement	Facilitate the annual Review of the Revenue Enhancement Strategy	Budget and Treasury Office			FV19.1.1	Review the Revenue Enhancement Strategy by September 2017	OUTPUT	Council Minutes and Approved Revenue Enhancement Strategy in line with approved budget	Revence Enhancement Strategy approved in 2012/13	Review the Revenue Enhancement Strategy by September 2017	Review the Revenue Enhancement Strategy by September 2017	N/A	N/A	N/A	Director: Expenditure and Revenue Enhancement	Annually	Council resolution and approved Revenue Enhancement Strategy
BTO005	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure sound financial and fiscal management and good governance	To ensure compliance with the roll out of m SCOA	Budget and Treasury Office			FV18.1.1	%age compliance with MSCOA assessment by National Treasury	OUTPUT	%age	New KPI	100%	N/A	N/A	N/A	100%	Director: Expenditure and Revenue Enhancement	Annually	Compliance report by National Treasury
BTO006	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent are eligible for the support and to eradicate a culture of non payment	Budget and Treasury Office			FV15.1.1	Number of meetings held per quarter to discuss indigent applications and explain the billing processes and emphases the payment of municipal bill as per Approved policy and procedures	OUTPUT	Number	0	34 (one meeting per ward	9 wards	9 wards	9 wards	8 wards	Director: Financial Manangement	Quarterly	Agenda and attendance register of meetings and report back to SED.
BTO007	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.		Budget and Treasury Office			FV15.2.1	Annual verification of the indigent register performed at 30 July 2017	OUTPUT	Verification report	0	1	1	0	0	0	Director: Financial Manangement	Annually	Verification report including methodology used in the process and portfolio committee in august
BTO008	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.		Budget and Treasury Office			FV15.3.1	Increase of payment factor by 2 percentage basis point by 30 June 2017	OUTPUT	Percentage	77%	79%	77.50%	78%	78.50%	79%	Director: Financial Manangement	Quarterly	Payment factor report submitted to finance Portfolio Committee and portfolio minutes
BTO009	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.		Budget and Treasury Office			FV15.4.1	%age of queries addressed within 90 days	OUTPUT	Percentage	0	80%	70%	73%	77%	80%	Director: Financial Manangement	Quarterly	Query Ageing report
BTO010	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To improve access to basic services		Budget and Treasury Office				The percentage of households earning less than R1100 per month with access to free basic services;	OUTPUT	Percentage	% (19 487/84270*100)	24% (19829/84270*100)					Director: Financial Manangement	Quarterly	Monthly income summary together with monthly summary of movement, STATS SA information
BTO011	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	To ensure effective and efficient billing and revenue collection processes.	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent are eligible for the support and to eradicate a culture of non payment	Budget and Treasury Office				Number of meetings held per quarter to discuss indigent applications and explain the billing processes and emphases the payment of municipal bill as per Approved policy and procedures	OUTPUT	Number	0	34 (one meeting per ward	9 wards	9 wards	9 wards	8 wards	Director: Financial Manangement	Quarterly	Agenda and attendance register of meetings and report back to SED.
BTO012	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent account holders are eligible for the support	Budget and Treasury Office				An annual verification of the indigent register performed at 30 July 2017	OUTPUT	Verification report	0	1	1	0	0	0	Director: Financial Manangement	Annually	Verification report including methodology used in the process and portfolio committee in august
BTO013	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	To promote and / improve indigent subsidy and / benefit by ensuring that all indigent account holders are eligible for the support	Budget and Treasury Office				Increase of payment factor by 2 percentage basis point by 30 June 2018	OUTPUT	Percentage	77%	79%	77.50%	78%	78.50%	79%	Director: Financial Manangement	Quarterly	Payment factor report submitted to finance Portfolio Committee and portfolio minutes
BTO014	Output 6: Administra tive and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMEN T	Sound financial managemen t; and	Sound Financial Management /Viability	Improve the payment factor by at least 2 percentage basis points annually (by June of every year)	Eradication of the culture of non-payment;	Budget and Treasury Office				%age of queries addressed within 90 days	OUTPUT	Percentage	0	80%	70%	73%	77%	80%	Director: Financial Manangement	Quarterly	Query Ageing report

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NEWCASTLE MUNICIPALITY

DRAFT SDBIP 2017/18

SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
CS001	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management; and	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure implementation of capital programme	To ensure that good governance principles are implemented	Administration	4 798 309.66	0		The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan	OUTPUT	Percentage (%)	90%	90%	TBD	TBD	TBD	90%	SED: Community Services	Quarterly	Year to date (Month-end) expenditure reports from BTO.
CS002	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first;	Improved Community Safety	To improve Awareness Campaigns and Information sharing Sessions to the Community and Schools	Facilitate safety awareness campaigns	Administration				Percentage of a Communication Plan implemented	OUTPUT	Percentage (%)	100%	100%	100%	100%	100%	100%	SED: Community Services	Quarterly	Communication plan and Presentations/registers/publications/minutes of meeting
CS003	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To implement the Waste Management Strategy in line with relevant legislation	Cleansing	71 296 804.12	0.00	BS23.1.1	Annual review of the Integrated Waste Management Plan by June 2018	OUTPUT	Integrated Waste Management Plan	Existing Plan	Reviewed Integrated Waste Management Plan by June 2018	NA	NA	NA	Reviewed Integrated Waste Management Plan by June 2018	Superintendent Waste Management	Annual	Council Resolution
CS004	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To provide a refuse removal service to the Newcastle Community	Cleansing			BS23.2.1	Percentage of households with access to basic level of solid waste removal	OUTPUT	Percentage (%)	61212 (71%)	71%	0	0	0	71%	Superintendent Waste Management	Annual	BTO and progress reports against Stats SA census information
CS005	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	Cleansing			BS23.3.1	Annual audit compliance report from EDTEA on existing site by June 2018	OUTCOME	Audit Compliance Report	Existing Audit Compliance Report	Annual audit compliance report from EDTEA on existing site by June 2018	0	0	0	Annual audit compliance report from EDTEA on existing site by June 2018	Superintendent Waste Management	Annual	EDTEA Audit Compliance Report
CS006	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to basic health services (NB : Provincial Mandate)	To ensure a healthy environment in compliance with legislation	Conducting inspections at Funeral undertaker premises	Environmental Health	7 597 277.19	0.00		Number of funeral undertaker inspections conducted	OUTPUT	Number (I)	30	20	0	10	0	10	Chief Environmental Health	Bi-Annual	Inspection Forms/ Reports/ Notices
CS007	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to basic health services (NB : Provincial Mandate)	To ensure a healthy environment in compliance with legislation	Conduction of inspections at food premises	Environmental Health				Number of food premises inspected	OUTPUT	Number (I)	120	120	30	30	30	30	Chief Environmental Health	Quarterly	Inspection Forms/ Reports/ Notices
CS008	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure the provision of Traffic Management Services	Intensify Law Enforcement activities	Traffic Control	29 772 770.93	0.00	CC38.1.1	Number of roadblocks conducted	OUTPUT	Number (I)	24	24	6	6	6	6	Chief Traffic	Quarterly	Road block statistics and register
CS009	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To provide and maintain an efficient and effective Disaster Management Service to Newcastle.	Fire and Defence	31 968 095.96	0.00	CC40.1.1	Adoption of Disaster Management Plan by June 2018	OUTPUT	Adoption of the plan	Draft Disaster Management Plan	Adoption of Disaster Management Plan by June 2018	Workshopping of Councillors on the Disaster Management Plan	Acquire legal comments or inputs	NA	Adoption of Disaster Management Plan by June 2018	Chief Fire	Quarterly	Q1 - Minutes and attendance register Q2 - Written Confirmation from Legal Services Q4 -
CS010	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To provide and maintain an efficient and effective Disaster Management Service to Newcastle.	Fire and Defence				Average time taken to assess and distribute disaster relieve	INPUT	Hour	24 hours	24 hours	24 hours	24 hours	24 hours	24 hours	Chief Fire	Quarterly	Beneficiary / Distribution Forms and Summary of Calculation
CS011	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To improve the fire-fighting services.	Fire and Defence				Number of fire inspections conducted	OUTPUT	Number (I)	200	120	30	30	30	30	Chief Fire	Quarterly	Fire Safety Inspection Form
CS012	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Fire and Disaster Management Services	To improve the fire-fighting services.	Fire and Defence				3 minutes average dispatch time in line with SANS 10090:2003	PROCESS	Time	1 minute	3 minutes average dispatch time in line with SANS 10090:2003	3minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	3 minutes average dispatch time in line with SANS 10090:2003	Chief Fire	Quarterly	Occurance Book and Formula
CS013	Output 2: Improving access to basic services.	CROSS CUTTING	Putting people first;	Improved Community Safety	To ensure provision of Security Services	Securing and Safe guarding of Councils assets, people, property and information.	Security	28 380 684.18	0.00		Number of Security Breach Incidents reported	OUTPUT	Number (I)	8	8	0	0	0	8	Chief Security	Annual	Security Breach Incident Register
CS014	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Environmental sustainability (Environmental conservation /management)	To ensure efficient use, maintenance and management of community facilities and open space.	Improvement and provision of access to community facilities (Parks Recreation and Cemeteries).	Cemeteries	4 162 690.64	0.00		Percentage of complaints addressed	OUTPUT	Percentage	100%	100%	100%	100%	100%	100%	Director: Parks Recreation and Cemeteries	Quartely	Register
CS015	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Environmental sustainability (Environmental conservation /management)	To ensure efficient use, maintenance and management of community facilities and open space.	Improvement and provision of access to community facilities (Parks Recreation and Cemeteries).	Recreational Facilities	59 802 368.33	0.00		Percentage of cutting cycle plan implemented quarterly	OUTPUT	Register and cutting cycle plan	100%	100%	100%	100%	100%	100%	Director: Parks Recreation and Cemeteries	Quartely	Register and Signed off cutting cycle plan

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CS016	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities	22 834 215.28	16 705 000.00	CC41.1.1	Number of new libraries built	PROCESS	Progress Report	6	Number of new libraries built	Appointment of service provider	Construction of library	Construction of library	Construction of library	Director: Arts, Culture & Amenities	Quarterly	Q1 - Appointment Letter Q2 to Q4 - Progress Reports
CS017	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities			CC41.2.1	Number of Libraries upgraded	OUTPUT	Number ()	New	1	Construction of library	Construction of library	Construction of library	1	Director: Arts, Culture & Amenities	Quarterly	Q1 to Q3 - Progress Reports Q4 - Completion Certificate
CS018	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To ensure efficient use and management of community facilities.	Establishment and provision of community facilities	Art, Culture & Amenities				Construction of a Replica Railway Station	PROCESS	Replica Railway Station	New	Construction of a replica railway station and completion of a project	Appointment of service provider	Construction of a replica railway station	Construction of a replica railway station	Construction of a replica railway station and completion of a project	Director: Arts, Culture & Amenities		Q1 - Appointment Letter Q2 to Q3 - Progress Reports Q4 - Progress report and Completion Certificate
CS019	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To provide an efficient and effective information service to the community	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities				Number of programmes conducted.	OUTPUT	Number ()	248	210	50	50	60	50	Director: Arts, Culture & Amenities	Quarterly	Attendance Registers/librarian's report
CS020	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Amenities).	Art, Culture & Amenities				Number of research articles	OUTPUT	Number ()	18	18	5	4	5	4	Director: Arts, Culture & Amenities	Quarterly	Paper clippings/written article/presentations
CS021	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Educational programmes or activities conducted	OUTPUT	Number ()	93	80	24	24	16	16	Director: Arts, Culture & Amenities	Quarterly	Group visit forms/newspaper articles/attendance registers
CS022	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of exhibitions/events facilitated	OUTPUT	Number ()	8	8	2	2	2	2	Director: Arts, Culture & Amenities	Quartely	Exhibitions/events/invitations/programmes/visitors book/newspaper article
CS023	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote museum facilities to the community	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of advertisements	OUTPUT	Number ()	25	20	5	5	5	5	Director: Arts, Culture & Amenities	Quarterly	Copy of advertisements/pamphlets/posters/publications
CS024	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of projects implemented	OUTPUT	Number ()	1	1	N/A	N/A	N/A	1	Director: Arts, Culture & Amenities	Annually	Project booklet/paper
CS025	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Annual asset stock take by 30 June 2018	OUTPUT	Asset stock take	Annual asset stock take by 30 June 2017	Annual asset stock take by 30 June 2018	N/A	N/A	N/A	Annual asset stock take by 30 June 2018	Director: Arts, Culture & Amenities	Annually	Inventory Report
CS026	Output 2: Improving access to basic services.	CROSS CUTTING	Delivering basic services;	Improved access to public facilities (including educational facilities - provincial mandate)	To promote appreciation of art and heritage to meet the needs of the whole community.	Improvement and provision of access to community facilities (Arts Culture & Ammenities).	Art, Culture & Amenities				Number of workshops on craft development conducted	OUTPUT	Number ()	5	6	1	2	1	2	Director: Arts, Culture & Amenities	Quarterly	Attendance Registers

260 613 216.28

16 705 000.00

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CORP001	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services, to support optimal organisational performance	To develop policies and realign systems and procedures that ensure good governance and an efficient and effective secretariat and general administration support by 2021	Corporate Services -Administration	50 058 614.96	3 700 000.00	IT2.1.1	Number of Administration policies or procedures developed or reviewed				2	n/a	1	n/a	1	Corporate Service: Administration	Bi-Annually	Approved procedure by SED and Council minutes for policy approval
CORP002	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services, to support optimal organisational performance	To provide quality administrative services, to support optimal organisational performance				IT2.2.1	%age on compliance with Annual Meeting Plan as approved by Council	Output	%age	100%	100%	100%	100%	100%	100%	Corporate Services : Administration	Quarterly	Progress report against approved Annual Plan and Minutes of statutory committee meeting
CORP003	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide quality administrative services, to support optimal organisational performance	To provide quality administrative services, to support optimal organisational performance					Number of facilitated meetings as per year planner	Output	Number	New	120	33	23	32	32	Corporate Services: Administration	Quarterly	Agenda and SMS
CORP004	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	Procurement of furniture for the organisation	Procurement of furniture					Total amount spent as budgeted	OUTPUT			1 000 000		500 000		500 000	Corporate Services: Administration	Bi-Annually	
CORP005	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	Increase utilisation of ED RMS system in the organisation	Procurement of additional licences for ED RMS system					Number of licences	Output	Number	New	179	179				Corporate Services: Administration	Annually	
CORP006	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Efficient support for secretariate service	Procurement of conference delegate system					Total amount spent as budgeted	OUTPUT			2 700 000				2 700 000	Corporate Services: Administration	Annually	
CORP007	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021.	To implement systems that will ensure compliance with the Employment Equity Act by ensuring equitable representation at all levels.		19 241 093.73		IT1.2.1	the number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Output	Number		23	N/A	N/A	N/A	23	Corporate Services: Human Resources	Annually	Employment Equity Report
CORP008	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021.	To promote employee relations (ER) and labour stability	Corporate Services : Human Resources Management			IT1.5.1	Number of LFF meetings held as per organisational rights agreement	Output	Number	New	12	3	3	3	3	Corporate Services: Human Resources	Quarterly	Attendance register and LFF minutes
CORP009	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021.	To align current policies with changes in legislation	Corporate Services : Human Resources Management			IT1.4.1	Number of HR policies developed or reviewed	Output	Number	New	6							
CORP010	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Ensure service excellence through institutional transformation	Provide efficient HR support services	Corporate Services : Human Resources Management				Number of EAP awareness campaigns and wellness programmes per quarter	Input	Number	New	12	3	3	3	3	Corporate Services: Human Resources	Quarterly	Attendance register
CORP011	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide an effective labour relations support service	Promote employee relations (ER) and labour stability	Corporate Services : Human Resources Management				Institute proceedings within 3 months of receipt of disciplinary matter from the department	PROCESS	Number		3 months	3 months	3 months	3 months	3 months		Quarterly	Register of the disciplinary matters received and addressed
CORP012	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide adequate human capital	To ensure that budgeted posts are filled	Corporate Services : Human Resources Management				Percentage of budgeted positions filled	OUTPUT	Percentage		100%	25%	25%	25%	25%	Corporate Services: Human Resources	Quarterly	Appointment letters and monthly reports on staff movements
CORP013	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To fill all critical positions	To ensure that all critical positions as prioritised	Corporate Services : Human Resources Management				Critical positions process plan	OUTPUT	Percentage		100	25%	25%	25%	25%			
CORP014	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Ensure service excellence through institutional transformation	Moving towards electronic HR	Corporate Services : Human Resources Management				Phasing in of Employee self service system to all departments	OUTCOME	Electronic leave management process		100	25%	25%	25%	25%			
CORP015	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To provide adequate human capital	To implement the Workplace Skills Plan	Corporate Services : Human Resources Management			IT1.3.1	%age of municipal budget actually spent on implementing its workplace skills plan	OUTPUT	Percentage	NEW CALCULATION	0,412%	0,103%	0,206%	0,309%	0,412%	Act Director : ODT	Quarterly	Budget Printouts
CORP016	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To enhance organisational performance by attracting and retaining best talent by 2021	Conduct investigation on organizational systems and processes	Corporate Services : Human Resources Management			IT1.1.1	Percentage of investigations conducted as received from the office of the Municipal Manager	OUTPUT	Percentage	NEW CALCULATION	100%	100%	100%	100%	100%	Act Director : ODT	Quarterly	Summary of a report signed off by the head of department
CORP017	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To implement the Workplace Skills Plan for a productive motivated workforce	To implement the Workplace Skills Plan for a productive motivated workforce	Corporate Services : Human Resources Management				Number of training interventions arranged for workplace skills development	OUTPUT	Number	NEW CALCULATION	40	10	10	10	10	Act Director : ODT	Quarterly	Attendance Registers; Communication sent to departments
CORP018	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To ensure that the Workplace Skills Plan is a product of consultation of all stakeholders in the identification of planned training interventions	To ensure that the Workplace Skills Plan is a product of consultation of all stakeholders in the identification of planned training interventions	Corporate Services : Human Resources Management				Implementation and submission of the workplace skills plan	PROCESS	Documents	Submission of WSP on 30 April 2016 / Training Programme	Submission of WSP on 30 April 2016 / Training Programme	PDP's to be requested from employees for inclusion in the WSP	Inputs requested from departments and Organized labour for inclusion in WSP	Report to be submitted to LFF / LFF sub-committee	Submission of WSP to LGSETA	Act Director : ODT	Quarterly	Relevant documentation applicable
CORP019	Output 6: Administrative and financial capability.	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	To comply with health and safety legislation	To promote zero fatalities and ensure a healthy and safe working environment	Corporate Services : Human Resources Management			IT3.1.1	%age of safety issues as raised by Safety Committees addressed	Output	%age of safety issues as raised by Safety Committees addressed	Output	1	1	1	1	1	Corporate Services	Quarterly	Minutes of Safety Committee Meeting and progress report on Safety issues
CORP020	Output 6: Administrative and financial capability.	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Organizational Development	To comply with health and safety legislation	To promote zero fatalities and ensure a healthy and safe working environment	Corporate Services : Human Resources Management			IT4.1.1	Section 16.2 appointments finalised by Municipal Manager	Output	Section 16.2 appointments finalised by Municipal Manager	Output	Section 16.2 appointments finalised by Municipal Manager	n/a	n/a		0	Corporate Services	Annually	Appointment letters signed by MM
CORP021	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Improved access to basic health services (NB : Provincial Mandate)	To promote zero fatality and ensure a health and safe working environment	To comply with health and safety legislation	Corporate Services : Human Resources Management				Percentage of Injury on duty IOD'S addressed	OUTPUT	Percentage	new	100%	100%	100%	100%	100%	Corporate Services: Human Resources	Quarterly	Reported IOD'S
CORP022	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Improved access to basic health services (NB : Provincial Mandate)	To promote zero fatality and ensure a health and safe working environment	To comply with health and safety legislation	Corporate Services : Human Resources Management	69 299 708.69	3 700 000.00		Number of safety committee meetings	OUTPUT	Number	new	12	3	3	3	3	Corporate Services: Human Resources	Quarterly	Agenda and minutes of Safety meeting

NEWCASTLE MUNICIPALITY DRAFT SUBIP 2017/18																						
SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
DPHS1	OUTPUT 6; Administrative and Financial Viability	FINANCIAL VIABILITY	Building capable local government institutions.	Sound financial management/ viability	To ensure implementation of capital programme	To develop a system of delegation that will maximise administrative and operational efficiencies	Administration				The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	OUTCOME		90%	90%	21%	47%	74%	90%	SED: DP & HS	Quarterly	Year to date (Month-end) expenditure reports from BTO.
DPHS2	OUTPUT 1 Implement a differentiated approach to municipal financing, planning	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Provision of internal guidance for investment and infrastructure expenditure	To develop a system of delegation that will maximise administrative and operational efficiencies	Administration				Number of meetings held (ICC)	OUTCOME		4	4	1	1	1	1	SED: DP & HS	Quarterly	Minutes and register
DPHS3	OUTPUT4 : Action support of human settlement outcomes	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	Develop an efficient and effective land use management system so as to promote harmonious land development	To develop a system of delegation that will maximise administrative and operational efficiencies	Administration				Number of policies/bylaws formed and reviewed	OUTCOME		1	1	N/A	N/A	N/A	1	SED: DP & HS	Annual	Council Minutes
ED1	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To develop LED Strategy in line with the 4th generation IDP	Local Economic Development			ED31.1.1	DEVELOPMENT & APPROVAL OF THE NEW LED STRATEGY IN LINE WITH 4TH GENERATION IDP BY 30 JUNE 2018	Output	Council Resolution and Approved LED Strategy	LED Strategy (3rd Generation)	DEVELOPMENT & APPROVAL OF THE NEW LED STRATEGY IN LINE WITH 4TH GENERATION IDP BY 30 JUNE 2018	APPOINTING OF SERVICE PROVIDER	ENGAGEMENT WITH ALL ROLE PLAYERS	DRAFT STRATEGY (POLICY)	APPROVAL OF THE NEW LED STRATEGY IN LINE WITH 4TH GENERATION IDP BY 30 JUNE 2018	DPHS	Quarterly	Q1: APPOINTMENT LETTER Q2: ATTENDANCE REGISTER AND MINUTES. Q3 DRAFT STRATEGY
ED2	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To Promote Business Retention and Expansion (BNR) to support local businesses	Local Economic Development			ED31.2.1	Approved Business Retention and Expansion (BNR) by 30 June 2018	OUTPUT	Council Resolution and Approved LED Strategy	Existing BNR Strategy	Approved Business Retention and Expansion (BNR) by 30 June 2018	Workshops with Business Chambers on existing BNR Strategy	Draft reviewd BNR	Workshop Council on Draft BNR	Approved Business Retention and Expansion (BNR) by 30 June 2018	DPHS	Quarterly	Council Resolution and Approved BNR
ED3	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	Local Economic Development			ED31.5.1	Number of SMMEs linked to Markets by 30 June 2018	OUTPUT	APPROVED LED STRATEGY	n/a	n/a	n/a	n/a	n/a	n/a	DPHS	Quarterly	n/a
ED4	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Facilitation and Promotion of SMME development and Entrepreneurship	Local Economic Development			ED31.6.1	Number of SMME's Trained	OUTPUT	Number	5	10	n/a	n/a	n/a	10	DPHS	Quarterly	Minutes of Portfolio Committee approving approving Report on SMME's
ED5	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town		Local Economic Development	7 270 821.42	6 545 404.89	ED31.8.1	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	Outcome	Reports to PFSC	New KPI	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31 March 2018	ENGAGE WITH OPERATORS	OBTAIN APPROVAL	Launch of SCHEDULED FLIGHTS between Newcastle and other major airports by 31	n/a	LED	QUARTERLY	Report on the Launch of Scheduled flight and launch material
ED6	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	Establishment of Techno Hub Innovation Centre Building in Newcastle	Local Economic Development			ED31.9.1	Completed Techno Hub Building by 31 March 2018	Output	Completion Certificate	new KPI	Completed Techno Hub Building by March 2018	n/a	n/a	Completed Techno Hub Building by March 2018	n/a	DPHS : LED	ANNUAL	Completion Certificate and invoices
ED7	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To facilitate economic development that will result in sustainable job creation and growth of the Town	To promote local and foreign investment to Newcastle	Local Economic Development			ED31.10.1	Identification of economic growth engines (catalytic projects) that stimulate the local economy by December 2017	Output	Internal Study Report done internally & Resolution of Council	New KPI	Identification of economic growth engines (catalytic projects) that stimulate the local economy by December 2017 as	Research on existing and potential growth engines	Identification of economic growth engines (catalytic projects) that stimulate the local economy by	N/A	N/A	DPHS : LED	Quarterly	Council Minutes / Report on Growth Engines
ED8	Output 1: Implement a differentiated approach to municipal financing, planning	LOCAL ECONOMIC DEVELOPMENT	Putting people first	Local Economic Development (eradication of poverty and unemployment)	To ensure radicalisation of the local economy	Promotion of local procurement of goods and services to stimulate local economy and job creation	Local Economic Development			ED32.12.1	Development and Implementation of the SMME Procurement Policy by December 2017	Output	Approved Policy	Draft SMME Procurement Policy	Approved SMME Procurement Policy by December 2017	DRAFT Policy	Approval of Policy by December 2017	n/a	n/a	DPHS : LED	QUARTERLY	Council resolution and Approved SMME procurement policy
ED9	OUTPUT 1 :IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING	LOCAL ECONOMIC DEVELOPMENT	PUBLIC PARTICIPATION : PUTTING PEOPLE FIRST	Local Economic Development (eradication of poverty and unemployment)	To promote economic development that will result in sustainable job creation	Provide economic data	Local Economic Development				Number of Jobs created through Municipal Programmes			Annual	TBD	TBD	TBD	TBD	TBD	DPHS : LED	ANNUALLY	
TP1	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning				Enforcement of By-laws and polices that are aligned to the Land Use Scheme, Building Regulations and Outdoor Advertising				100%	100%	100%	100%	100%	Y. Dawjee/S. Cindi	Quortely	Progress Report / Registers
TP2	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning				Preparation of Dignosis Report on the Land Use Scheme		Approved Land Use Scheme in line with SPLUMA		Finalise Dignosis Report on the Land Use Scheme		Draft report		Final report	S. Cindi	Bi-annual	Progress report
TP3	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning				%age compliance to prescribed timeframes on processing of development and/or planning applications				Compliance to statutory timeframes.	100%	100%	100%	100%	S. Cindi	Quarterly	
TP4	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	Administration of By-laws and polices and guidelines that are aligned to the Land Use matters	Town Planning				Develop at least one planning guideline for activity streets within the municipality				Finalise the planning guidelines for identified activity street				Final policy/ bylaw	S. Cindi	Quarterly	
TP5	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	To undertake efficient and effective building controls.	Town Planning				Average turnaround time for the approval of building plans.				To process building plans without delay to homeowners and developers	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	10 days for residential, and 18 days for commercial and industrial buildings	Y. Dawjee	Quarterly	Progress Reports / Register
TP6	Output 4: Actions supportive of the human settlement outcome.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To develop an efficient and effective land use management system so as to promote a rational and harmonious land use activity system.	To undertake efficient and effective building controls.	Town Planning				Completed feasibility in relation green building development within the municipality				Undertake a feasibility to develop bylaws in relation to green buildings 30 June 2018	Process Plan	Final status co- report	Approval of draft by law	adoption of final by- law	Y. Dawjee	Quarterly	Progress report &/portfolio/ Council minutes
TP7	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning				Keep the GIS System Software up to date and receive latest Software Versions by 30June 2018	Output	Latest ArcGIS Software suite version	ArcGIS 10.3.1	Keep the GIS System Software up to date and receive latest Software Versions by 30June 2018					T.DUBE	ANNUAL	DELIVERY NOTE OF SOFT WEAR

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TP8	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning	19 105 806.29	50 000 000.00		Updated Base data set with received data from various sources of data sets on a monthly basis	Outcome	Percentage update data set based on received data sets	100%		100%	100%	100%	100%	T.DUBE	Quarterly	email and GIS register		
TP9	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning				Number of captured municipal infrastrucuture facilities	Outcome	Number of sports facilities captured (30), number of tourism facilities captured (100), number of social	30 + 100 + 10	140 Municipal facilities captured	30	40	40	30	T.DUBE	Quarterly	GIS MAP SINED BY COMMUNITY SERVICE SHOWING CAPTURED		
TP10	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To ensure an effective and integrated Geographic Information Management System.	GIS System integration with other municipal systems.	Town Planning				Complete TOR in relation to feasibility of intergating GIS with other systems	PROCESS		New - None	Finalise TOR in relation to intergrate GIS with municipal financial system	N/A	N/A	N/A	Finalise TOR in relation to intergrate GIS with municipal financial system		Bi-ANNUAL	Q2.MINUTES AND SIDNED ATTENDANCE REGISTER 4.COUNCLR RESOLUTION		
TP11	Output 7: Single window of coordination.	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	Town Planning				Approved SDF by 31 May 2018	Output	Approved SDF	Newcastle SDF	Approved Spatial Development Framework by 31 May 2018	Output	Approved SDF	Newcastle SDF	Develop and approve the SDF as part of the IDP	Approved Spatial Development Framework by 31 May 2018	Process Plan	Response to MEC Letter		
TP12	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Development of municipal SDF in line with the 4th Generation of IDP	Town Planning				Approval of one Local Area Plan / Precinct Plan by 30 June 2018	Output	Approved LAP	1	Approval of one Local Area Plan / Precinct Plan by 30 June 2018	Output	Approved LAP	1	Development of Local Area Plans or policy guidelines for specific areas	Approval of one Local Area Plan / by 30 June 2018	Inception Meeting	Status Quo		
TP13	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	To produce plans, policies and strategies to guide and manage development and investment.	Town Planning				Identification of pieces of land to be regarded as 'pockets of excellence' to promote economic development by 30 June 2018	Output	Report with locations identified as "Pockets of Excellence"	None	Report / Study on identification of pieces of land to be regarded as 'pockets of excellence' by 30 June 2018				Town Planning supporting Economic Development	Quartely	NONE FOR 2017/30			
TP14	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Environmental sustainability (Environmental conservation /management)	To promote spatial restructuring and integration	Review of the municipal open space system	Town Planning				Review and approval of the municipal Open Space System by 30 June 2018	Output	Review and approval of Municipal Open Space System	Open Space Policy and Framework	Review and Approval of the Open Space Policy and Framework by 30 June 2018	Consultation with relavant Department	Approval of the reviewed OPS	N/A	N/A	DPHS	Biannual	Council Resolution		
TP15	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Implementation the Rural Development Strategy	Town Planning				Impementation of rural development strategy	Output	Approved Implementation Plan	Rural Development Strategy	Development of an Implementation Plan	inception Meeting	Status Quo	identification and prioritisation	Implementation Plan	DPHS	QUARTELY	Minutes and Attendance Register		
TP16	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Identification of suitable land for cemeteries and relevant Geotech studies	Town Planning				Geotech Report on identified sites for cemetery	Input	Report on Geotech findings	0	Geotech Report on identified sites for cemetary	appointment of Service Provider	Goetech Invistigation	Geotech Report	N/A	DPHS	QUARTELY	Geotech Report		
TP17	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Building capable local government institutions.	Spatial and environmental sustainability	To promote spatial restructuring and integration	Identification of catalytic projects for commercial, industrial and housing	Town Planning				Number of disposed municipal sites for mega projects	Outcome	Number of disposed municipal sites for mega projects	0	Disposal of municipal sits for mega projects	identification of sites	feasibility of sites	initiation SCM procedures	Advertisment of sites	DPHS	QUARTELY	Council Resolution		
TP18	Output 1: Implement a differentiated approach to municipal financing, planning	CROSS CUTTING ISSUES	Putting people first	• Improved access to land (including Land Reform)	To promote sustainable development and sound environmental planning	To ensure compliance with environmental legislation and regulations.	Town Planning				CC37.1.1	Gazetting of the Environmental Management Framework (EMF) by 30 June 2018	Output	Publication in Gazette	Environmental Management Framework	Gazetting of the Environmental Management Framework (EMF) by 30 June 2018	N/A	N/A	N/A	Gazetting of the Environmental Management Framework (EMF) by 30 June 2018	DPHS : TP	Annual	Decision from MPT, Publication in Gazette	
URP1	Output 2: Improving access to basic services.	CROSS CUTTING	Building capable local government institutions.	Local Economic Development (Eradication of poverty and unemployment)	To uplift communities socially, economically and environmentally, including infrastructure development.	Promotion of focussed Urban Renewal in the Madadeni, Blaaubosch (including Cavan and Johnstown) and Osizweni areas including the Greater Newcastle Area	Town Planning						Approved Urban Regeneration Strategy	OUTPUT	Urban Regeneration Strategy	New KPI	Approved Urban Regeneration Strategy	Project Inception	Status Quo Analysis	Draft Urban Regeneration strategy	Approved Urban Regeneration Strategy	Director URP	Quarterly	Q1: Inception Minutes Q2: Status Quo Report Q3: Draft Urban Regeneration Strategy Q4:
URP2	Output 2: Improving access to basic services	Basic Services and Infrastructure Delivery	Basic Service Delivery	Basic Service Delivery and Infrastructure	To create a safe and healthy environment	To establish a new landfill site including management of the existing facility	Town Planning				BS23.4.1	Planning and Identification of Land Fill Site by 30 June 2018	Output	Progress Reports submitted to PFSC	None	Planning and Identification of Land Fill Site by 30 June 2018	n/a	n/a	n/a	Planning and Identification of Land Fill Site by 30 June 2018	DPHS	Annually	Progress reports as submitted to PFSC	
IDP1	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To improve both internal and external communication	Town Planning						Approval of Public Participation Strategy by June 2018	OUTPUT	Approved Public Participation Strategy	New KPI	Approved Public Participation Strategy by June 2018	Appointment of Service Provider	Development of Draft Public Participation Strategy	Consultation of relevant Stakeholders on Public Participation Strategy	Approval of Public Participation Strategy	Director IDP	Quarterly	1. Advert of Bid, Appoint letter for Service Provider; 2. Draft Public Participation Strategy; 3.
IDP2	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees	Town Planning						Approved Ward Committee Operational Plan by June 2018	OUTPUT	Ward Committee Operational Plan	New KPI	Approved of Ward Committee Operational Plan by June 2018	Appointment of Service Provider	Development of Draft Ward Committee Operational Plan by June 2018	Consultation of relevant Stakeholders on Ward Committee Operational Plan by June 2018	Approval of Ward Committee Operational Plan by June 2018	Director IDP	Quarterly	1. Advert of Bid, Appoint letter for Service Provider; 2. Draft Ward Committee Operational Plan; 2.
IDP3	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To develop IDP in line with 4th generation guide packs / guidelines	Town Planning						Review & Adopted IDP by 31 May 2018	OUTPUT	Adopted IDP	Adoption of IDP by 31 May 2017 for implementation on the next financial year.	Adoption of IDP by 31 May 2018 for implementation on the next financial year.	Approved process plan by 31 August 2017	N/A	Tabling of Draft IDP by 31 March 2018	Adoption of IDP by 31 May 2018 for implementation on the next financial year.	Director IDP	Quartely	Q1 : Approved Process Plan , Q2 N/A, Q3 Draft IDP, Q4 Council Resolution
IDP4	Output 7: Single window of coordination.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	To Incorporate departmental Sector Plans to the 4th generation IDP provided that departmental sector plans are submitted to IDP unit.	Town Planning						Number of departmental sector plans reviewed / approved sector plans submitted to IDP unit for further incorporated to the IDP document.	INPUT	Reviewed/Approve d Sector Plan	3	4	N/A	N/A	N/A	4	Director IDP	Annually	Reviewed/Approve d Sector Plans
IDP5	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To ensure the development and the maintenance of credible IDP	Public Participation for IDP	Town Planning						Number of IDP RF meetings held	OUTPUT	Number of IDP RF meetings	2	2	N/A	1	N/A	1	Director IDP	Bi-Annually	Attendance Register
IDP6	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	Annual review of Public Participation Policy by 30 June 2018.	Town Planning						Annual review of Public Participation Policy by 30 June 2018.	OUTPUT	Policy	1	1	N/A	N/A	N/A	1	Director IDP	Annually	Reviewed Approved Policy

SDBIP REFERENCE NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE		
IDP7	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functionality of ward committees	Town Planning				Quarterly reports submitted to Council on issues raised by Ward Committees	OUTPUT	Reports	4	4	1	1	1	1	Director IDP	Quarterly	Reports		
IDP8	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	Capacitation of Ward Committees through training.	Town Planning				Number of Training interventions for ward committee members by March 2018	INPUT	Number of Trainings	1	1	N/A	N/A		1	N/A	Director IDP	Annually	Training registers, etc	
IDP9	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	Conduct Mayoral IDP/Budget/PMS Roadshows	Town Planning				Conduct Mayoral IDP/Budget/PMS roadshows	PROCESS	Mayoral IDP/Budget/PMS roadshows	1	1	N/A	N/A	N/A		1	Director IDP	Annually	Attendance Registers OR Issues raised during Budget roadshows	
IDP10	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	To ensure the effective functioning of Ward Committees.	Town Planning				Quarterly repots on Ward Committee meetings submitted to COGTA.	OUTPUT	Quarterly repots on Ward Committee meetings submitted to COGTA.	4	4	1	1	1	1	Director IDP	Quarterly	reports from Ward Committee meetings		
IDP11	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	Implementation of Back to Basics Programme.	Town Planning				%age functionality of Ward Committee meetings (quarterly ward meetings per Ward)	PROCESS	%age of functional Ward Committees	1	1	N/A	N/A	N/A		1	Director IDP	Quarterly	reports of ward committee meetings per quarter	
IDP12	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	Implementation of Back to Basics Programme.	Town Planning				Number of community report back meetings.	OUTPUT	Community Reports	1	1	N/A	N/A		1	N/A	Director IDP	Annually	minutes/reports from community meetings	
IDP13	Output 5: Deepen democracy through a refined Ward Committee Model.	GOOD GOVERNANCE	Putting People First	GOOD GOVERNANCE	To keep the communities and stakeholders informed and involved in the affairs of the Municipality	Implementation of Back to Basics Programme.	Town Planning				Number of public participation reports submitted to Council.	OUTPUT	Public Participation Reports	1	1	N/A	N/A	N/A		1	Director IDP	Annually	reports from public participation meetings	
HL1	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To develop a Human Settlement Plan in line with the 4th Generation IDP	Housing & Land	23 143 970.12	250 000.00		To develop a new Human Settlements Plan in line with the 4th Generation IDP by 30 June 2018	Output	Number	Annual Review of Housing Sector Plan approved as part of the IDP	Preparation of new Human Settlements Plan in line with 4th Generation IDP by 30 June 2018	Prepare BID specification	Advertise for consultants	Appointment of the service provider	Circulation of the draft report to all stakeholders for comments	Human Settlements	Quartely	SCM records/Advert/App ointment letter/Report / Minutes		
HL2	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To review the Housing Sector Plan annually and submit applications for funding	Housing & Land				Number of application for funding submitted to the Department of Human Settlement	Output	Number		2	2	N/A	1	N/A		1	Human Settlements	Quartely	Application Submitted to KZN Dept of Human Settlements
HL3	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To reduce housing backlog to meet the provincial and national targets	Housing & Land				Number of houses built					600								
HL4	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Number of housing units constructed for Osizweni E Phase 3	Output	Number	100		80	0	40	0	40	Human Settlements	Bi-annual	D6, Monthly Progress Reports	
HL5	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Monitoring implementation of Housing Project for Siyahhala-la - 1200 Units	Output	Number	20 Service Sites and 40 Units		100	0	50	0	50	Human Settlements	Bi-annual	D6, Monthly Progress Reports	
HL6	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Number of services sites completed for H39	Output	Number	Complete 150 Service Sites		Complete service sites and commence of housing units	0	Completion of 923 Service Sites	0	Commence with the costruction of housing units	Human Settlements	Bi-annual	Engineers completion certificate	
HL7	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Number of houses completed for Khatide Phase II	Output	Number	140 houses completed		60	0	30	0	30	Human Settlements	Bi-annual	D6, Monthly Progress Reports	
HL8	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Progress made with the implementation of the Drycut Rural Housing Project	Output	Number	Completion and submission of Stage 1 Application			0	0	0	Approval of Stage 1	Human Settlements	Bi-annual	Proof of Submission	
HL9	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Progress made with the implementation of Emozweni Greenfield project 100 units	Output	Number	Completion of 40 units	40 Units		0	20 units	0	20 Units	Human Settlements	Bi-annual	D6, Monthly Progress Reports	
HL10	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	To implement approved housing projects	Housing & Land				Progress made with the implementation of Charlestown Housing project	Output	Number	100 Service Sites			0	Submission of stage 3 application	0	Approval of stage 3	Human Settlements	Bi-annual	Proof of Submission	
HL11	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to basic service delivery (i.e Water, sanitation, electricity, housing, waste removal)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	Implementation of Newcastle Informal Settlements Upgrading Strategy and Programme	Housing & Land				Number of informal settlements upgraded	Output	Number	Submission of Stage 1 application for Roypoint (Vezukuhle)			0	Negotiation of additional land	0	Acquisition of land	Human Settlements	Bi-annual	Minutes of the meetings	
HL12	Output 4: Actions supportive of the human settlement outcome.	BASIC SERVICE DELIVERY	Building capable local government institutions.	Improved access to land (including Land Reform)	To facilitate the provision of sustainable human settlements in line with the national and provincial norms and standards.	Fast-track Title Deed Restoration Project	Housing & Land						Number of houses transferred through Enhanced Extended Discount Benefit Scheme (EEDBS)	Output	Number	40	120	0	30	0	30	Human Settlements	Bi-annual	Title Deeds

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NEWCASTLE MUNICIPALITY DRAFT SDBIP 2017/18																						
SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
MM01	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy and service charter by 2021	Municipal Manager	19 676 093.27	0.00	GG1.2	Monthly Progress reports on execution of resolutions for Manco, Exco, Council and MPAC	Output	Reports	11	11	2	3	3	3	OFFICE OF THE MUNICIPAL MANAGER (Executive Support)	Quarterly	Minutes of Exco/Council / MPAC
MM02	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop a system of delegation that will maximise administrative and operational efficiencies	Municipal Manager			GG5 1.2	Annual Review of Delegations Policy by 30 June 2018	Output indicator	Council Minutes and Approved Delegation Policy	Approved Delegations on 30 June 2014	Annual Review of Delegations Policy by 30 June 2018	n/a	n/a	Approval of Delegations Policy by Council by 30 Mach 2018	n/a	OFFICE OF THE MUNICIPAL MANAGER (Executive Support)	Annual	Council resolution and approved Delegation Policy
MM03	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To strengthen executive support .	Municipal Manager			GG 1.3	Approved Intergovenmental Relations Framework and Strategy by 30 June 2018.	Output Indicator	Council Minutes and Approved Intergovernmental Relations Framework and	New KPI	Approved Intergovernmental Relations Framework and Strategy by 30 June 2018.	n/a	n/a	n/a	Approval of the Strategy BY 30 June 2018	OFFICE OF THE MUNICIPAL MANAGER (Executive Support)	Annual	Council Resolutions and approved IGR Framework and Strategy
MM04	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To develop and implement an optimal communication strategy	Public relations	2 062 049.22	0.00	GG10. 1.1	Approved Communication Strategy by June 2018	Output Indicator	Approved Communication strategy	Draft communication strategy	Approved Communication strategy by June 2018	n/a	n/a	n/a	Approved Communication strategy by June 2018	CORPORATE COMMUNICATIONS	Annual	Council resolution and approved Communication Strategy
MM05	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide an enhanced internal and external communication service.	Public relations			GG11 .1.1	Number of Internal Communications Forum meetings held	Output Indicator	Number	12	12	3	3	3	3	CORPORATE COMMUNICATIONS	Quarterly	ICF Minutes and attendance registers
MM06	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Putting people first;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	Publication of Quarterly Internal Newsletter	Public relations				Number of Internal Newsletters	Output Indicator	Number	New KPI	8	2	2	2	2	CORPORATE COMMUNICATIONS	Quarterly	Internal Newsletters
MM07	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To improve both internal and external communication.	Public relations				Development and Approval of a Communication Plan	OUTPUT	Communication Plan	Annual Departmental Communication Plans	Development and Approval of a Communication Plan by 30 June 201	Draft Communication Plan	Draft Communication Plan Manco approval	Draft Communication Plan and Exco approval and Workshop of Councillors	Development and Approval of a Communication Plan by 30 June 2018	CORPORATE COMMUNICATIONS	Quarterly	Draft Communication Plan/Consolidated Departmental Communication Plans,Manco, Exco, Council resolutions and an Approved Communication
MM08	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To address issues raised by the Public	Public relations				% of customer complaints submitted and addressed	OUTCOME	% complaints addressed	96%	96%	96%	96%	96%	96%	CORPORATE COMMUNICATIONS	Quarterly	Register of complaints and responses to complaints
MM09	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure good relations with the media houses	Public relations				% of media enquiries addressed	OUTCOME	% of media enquiries address	96%	96%	96%	96%	96%	96%	CORPORATE COMMUNICATIONS	Quarterly	Media Enquiries addressed register.A signed Municipality Official response,publicatio n,email communications from the publisher enquiring and email from the municipality responding to a media enquiry.
MM10	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations				Development of Service Charter and Service Standards	OUTPUT	Service Charter and Service Standard	Approved Service Charter and Service Standards	Draft Service Charter and Service Standard	Draft Service Charter and Standards Manco approval	Draft Service Charter and Service Standard Exco approval and Workshop of	Approved Service Charter and Service Standard by 30 June 2018	Manager: Communications	CORPORATE COMMUNICATIONS	Quarterly	Internal Communicators Forum Resolutions and Minutes/Manco Resolutions/Exco
MM11	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Batho Pele Principles	Public relations				Annual Customer Satisfaction Survey Conducted by 31 January 2018	OUTPUT	Survey	Annual Customer Satisfaction Survey Conducted by 31 January 2017	Annual Customer Satisfaction Survey Conducted by 31 January 2018	N/A	Annual Customer Satisfaction Survey Conducted by 31 January 2018	N/A	Manager : Communications	CORPORATE COMMUNICATIONS	Bi annual	Customer Satisfaction Survey Report/minutes of Exco, Council
MM12	Output 3: Implementation of the Community Work Programme.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To ensure that municipal officials adhere to Bantu Pele principles	Public relations				Number of media briefings and press releases	OUTCOME	Press leasees	8	2	2	2	2	Manager : Communications	CORPORATE COMMUNICATIONS	Quarterly	Press realise register and press statement
MM13	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote ICT governance by ensuring alignment of ICT and organizational objectives	To ensure that the ICT activities and investments are in alignment with organizational objectives and strategies	IT	16 810 649.44	0.00		Approval of ICT Strategic Plan June by 2018	Output Indicator	Approved ICT Strategic Plan	New KPI	Approval of ICT Strategic Plan by 2018	ICT Strategic Plan adoption by ICT Steering Committee	ICT Strategic Plan adoption by Manco	ICT Strategic Plan adoption by Exco	ICT Strategic Plan adoption by Council	INFORMATION AND TECHNOLOGY	Quarterly	ICT Steering Committee minutes and attendance register,Manco Minutes &
MM14	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote ICT governance by ensuring alignment of ICT and organizational objectives	To facilitate the annual implementation of good ICT governance processes	IT			GG12 .11	Number of ICT Steering Committee meetings	Output Indicator	Number	4	4	1	1	1	1	Corporate Services (IT)	Quarterly	ICT Steering Committee minutes and attendance register
MM15	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To provide continuous IT solutions and support services	IT				% of uptime maintained	OUTCOME	%	96%	96%	96%	96%	96%	96%	INFORMATION AND TECHNOLOGY		System Uptime Report
MM16	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To provide continuous IT solutions and support services	IT				Number of Disaster Recovery Tests conducted	OUTPUT	Number of Disaster Test	1	1	N/A	N/A	N/A	1	INFORMATION AND TECHNOLOGY		Disaster recovery test report
MM17	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To implement more effective ICT controls	IT				Number of ICT Security Audits	OUTPUT	Number of ICT Security Audits	4	4	1	1	1	1	INFORMATION AND TECHNOLOGY		Active Directory Audit Report
MM18	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure effective and efficient IT support services and systems	To provide ICT systems access to authorized users	IT				Frequency of user access reviews	OUTPUT		4	4	1	1	1	1	INFORMATION AND TECHNOLOGY		User Access Review Report
MM19	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To ensure that good governance principles are implemented	To review and implement policies and strategies	IT			GG12. 2.1	Number of reviewed ICT Strategy / ICT policies / ICT procedures	OUTPUT	Number of ICT policies/procedures	4	1	n/a	n/a	n/a	1	Corporate Services (IT)	Annually	Council Resolution/ SED Approval for procedures
MM20	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance;	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the	Risk management			GG5 4.1	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2018	OUTPUT	Policy and Strategy	Existing Risk Management Policy and strategy, Anti- Fraud & Corruption Policy and strategy	Annual review of Risk Management Policy and strategy, Anti-Fraud & Corruption Policy and strategy by 30 June 2018	n/a	n/a	n/a	Approval of Risk Management Policy and Strategy, Anti- Fraud & Corruption Policy and Strategy	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annually	Council resolution and Approved Strategy and Policy

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MM21	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the	Risk management	149 932.00	0.00	GG5 5.1	Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	OUTPUT	Minutes of Manco and Annual Risk Register	Risk Register 2016/17	Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	N/A	N/A	N/A	Annual risk assessment report for 2018/19 as approved by Manco by 31 May 2018	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annually	Manco Resolution / Attendance registers for risk assessment workshops and
MM22	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To facilitate the implementation of an effective Risk Management System towards ensuring the achievement of the	Risk management			GG5 6.1	Quarterly risk Management reports on implementation of risk management action plan submitted to Audit Committee	OUTPUT	Audit Committee Minutes and Progress Report on Risk Management	To specify last report submitted to AC	4	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Audit Committee Resolution and Quarterly risk Management reports	
MM23	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit	Risk management			GG5 7.1	Finalised Clean Audit Strategy by 31 December 2017	OUTPUT	Strategy	Draft clean audit strategy	Clean Audit strategy approved by Audit Committee by 31 December 2017	N/A	Clean Audit strategy approved by Audit Committee by 31 December 2017	n/a	N/A	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Annually	Reports /Minutes of Audit Committee
MM24	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote and enhance good governance in the organization.	To provide compliance monitoring support towards ensuring that compliance risks are mitigated effectively resulting in the positive audit	Risk management			GG5 8.1	Quarterly Compliance Monitoring reporting submitted to Audit Committee	OUTPUT	Number of reports	Current quarterly Compliance Monitoring reporting reports	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT)	Quarterly	Quarterly Compliance Monitoring reporting reports
MM25	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Employee related cost: Internal audit	7 515 686.97	0	GG7 1.1	%age of Projects implemented as per Internal Audit Plan	Outcome	Number	100%	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Quarterly	Progress report against approved Internal Audit Plan and Internal audit reports
MM26	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Audit committee remuneration			GG7 2.1	Council Approval of audit committee charter by March 2018	Output	Council resolution approving Audit Committee Charter	Approved Audit Committee Charter by Council in May 2016	Council Approval of audit committee charter by March 2018	N/A	N/A	Council Approval of audit committee charter by March 2018	N/A	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Annual	Council resolution approving audit committee charter
MM27	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To facilitate good governance by providing assurance to council on internal controls, risk management and governance processes.	Providing recommendations and advice to management to improve internal controls, risk management and governance processes.	Audit committee remuneration					Output	Number	7	7	3	1	1	2	OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT)	Quarterly	audit committee minutes and agenda of meetings
MM28	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal division	3 881 148.78	0.00	GG8 1.1	%age of contracts drafted and vetted as requested by departments	Output	%age	New KPI	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (LEGAL SERVICES)	Quarterly	Registers of all contacts received with a date received and date finalised
MM29	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal division			GG8 2.1	Approved Contract Management Policy by June 2019	Output	Approved Contract Management Policy	New KPI	n/a	n/a	n/a	n/a	n/a	Office of the Municipal Manager	n/a	n/a
MM30	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal division			GG8 3.1	%age of objections addressed within 60days as per SCM Regulations	Output	Number of days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	100% of objections resolved within 60days	Office of the Municipal Manager	Quarterly	Objections register with dates of objection received and resolved, Objections and communication to Objector
MM31	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To ensure good governance through openness, transparency and accountability in the organization.	To provide effective and efficient legal support services	Legal division			GG8 4.1	%age of bylaws published as prioritised by ManCo	Output	Published Bylaws	new KPI	100%	n/a	n/a	n/a	100%	Office of the Municipal Manager	Annually	Proof of publication of bylaws
MM32	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To facilitate the development , review and implementation of the PMS annually	PMS	4 286 258.73	0	GG13 1.1	Number of performance reports submitted to Audit Committee quarterly	Output Indicator	Number	4	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Audit Committee resolution and Quarterly performance report
MM33	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To obtain a clean audit on the Audit of Performance Objectives by 2020	To implement outreach and awareness workshops on PMS to departments and other role-players	PMS			GG13 2.1	Number of PMS workshops held quarterly	Output Indicator	Number	New KPI	4	1	1	1	1	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Quarterly	Workshops attendance register
MM34	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual performance Reporting process	PMS			GG14 1.1	Annual Performance Report submitted to the Auditor-General by 31 August 2017	Output Indicator	Reports	Annual Performance report submitted to AG on the 31 August 2016	Annual Performance Report submitted to the Auditor-General by 31 August 2017	Annual Performance Report submitted to the Auditor-General by 31 August 2017	N/A	N/A	N/A	OFFICE OF THE MUNICIPAL MANAGER (PERFORMANCE MANAGEMENT)	Annual	Acknowledgement of receipt from AG
MM35	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Good governance.	Accelerated Municipal Transformation and Corporate Development	To promote good governance through the Annual performance reporting process	To ensure compliance with Annual report process	PMS			GG14 2.1	Approval of Annual Report by 31 March 2018	Output Indicator	Reports	Approved Annual Report by Council 31 March 2017	Approval of Annual Report by 31 March 2018	n/a	N/A	Tabling of Annual Report to Council by 31 January 2018	Approval of Annual Report by 31 March 2018	OFFICE OF THE MUNICIPAL MANAGER	Quarterly	Council Resolution and Approved Annual Report
MM36	Output 6: Administrative and financial capability.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Building capable local government institutions.	Accelerated Municipal Transformation and Corporate Development	To strengthen executive support services.	Manage programs in the office of the Mayor	Mayoral Office	3 545 211.00	0		%age implementation of Mayoral Programme	Programmes	100%	100%	100%	100%	100%	100%	100%	Mayor's Office	Quarterly	
MM37	Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Putting people first.	Improved Community Safety	To facilitate the responsive role of government&Civil society and private sector.	To mainstream programmes with the National and Provincial government; Civil society and private sector	GOVERNANCE UNIT (Special Programmes)	2 324 434.00	0	CC42 1.1	% Percentage of OSS issues received and referred	Process indicator	%	New KPI	100%	100%	100%	100%	100%	OFFICE OF THE MUNICIPAL MANAGER (Manager Special Programmes)	Quarterly	Registers and no. of issues received and referred
MM38	Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Putting people first.	Improved Community Safety	To facilitate the responsive role of the municipality in OSS.	To mainstream OSS through Internal OSS and Special Programmes Steering Committee	GOVERNANCE UNIT (Special Programmes)			CC43 1.1	Number of Special Programme and OSS meetings	Output	Number	NEW	2	n/a	1	n/a	1	OFFICE OF THE MUNICIPAL MANAGER (Manager Special Programmes)	Bi-annual	Special Programme and OSS Steering Committee Minutes and Attendance registers
MM39	Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Putting people first.	Improved Community Safety	To respond to needs of vulnerable groups within Newcastle jurisdictional area.	Empowerment of target groups (Senior citizens, Disability, People living with HIV/AIDS, Women Men)	GOVERNANCE UNIT (Special Programmes)			CC44 1.1	Number of functional Special Programmes FORA	Outcome Indicator	Number	8	8	2	2	2	2	OFFICE OF THE MUNICIPAL MANAGER (Manager Special Programmes)	Quarterly	Forum meeting register and Attendance register
MM40	Implement a differentiated approach to municipal financing, planning	CROSS CUTTING	Putting people first.	Improved Community Safety	To respond to the needs of vulnerable groups	To host human rights activities to address issues affecting the vulnerable groups	GOVERNANCE UNIT (Special Programmes)			CC45 1.1	Number of special programs events implemented	Output	Number	12	10	2	3	2	3	OFFICE OF THE MUNICIPAL MANAGER (Manager Special Programmes)	Quarterly	Attendance registers, minutes and photos
								60 251 463.41	0.00													

NEWCASTLE MUNICIPALITY DRAFT SDBIP 2017/18																						
SDBIP REF NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	DEPARTMENTAL OBJECTIVE	DEPARTMENTAL STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE DEPARTMENTAL BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
TS1	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	SOUND FINANCIAL VAIBAILTY	Accelerated Municipal Transformation and Corporate Development	To ensure implementation of capital programme	Implementation of capital programme	Technical Services				The percentage of a capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	OUTPUT	Percentage	tbc	90%	TBC	TBC	TBC	TBC	SED: Technical Services	Quarterly	Year to date (Month-end) expenditure reports from BTO.
TS2	Output 3: Implementation of the Community Work Programme.	LOCAL ECONOMIC DEVELOPMENT	GOOD GOVERNAN CE	Local Economic Development (Eradication of poverty and unemployment)	To create job opportunities through operational and capital programs.	To create job opportunities through operational and capital programs.	Technical Services				Number of jobs created through municipality's local economic development initiatives including capital projects	OUTPUT	Number	969	TBC	TBC	TBC	TBC	TBC	SED: Technical Services	TBC	EPWP report as submitted to Public Works
CIV1	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	To create an efficient system for Infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Civil			BS 20.1.1 AND BS20.2.1	Submission of a Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan Roads & Storm water	OUTPUT	number	0	Submission of a Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan Roads & Storm water	0	Submission to exco to obtain a council resolution for the submission of a business plan	0	Submission of business plan to sector departments to obtain funding	Director: Civil Services	Bi-annual	Council Resolution and proof of submission to sector departments
CIV2	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil			BS24.1.1	Km of Roads resealed/rehabilitated	Output	Kilometres (km)	2,26 Km	12km	0km	0km	3 km	9 km	Manager: Roads and Storm-water	Bi-annual	Reports signed by the Director and confirmed by the Portfolio Councillor for Technical Services
CIV3	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	To ensure the provision and maintenance of safe roads and effective storm water infrastructure.	Refurbishment and maintenance of roads, storm water infrastructure, traffic calming devices and provision of pedestrian walkways.	Civil			BS24.2.1	km's of roads gravelled	Output	Kilometres (km)	5 Km	2,5km	0 km	1,25km	1,25km	0km	Manager: Roads and Storm-water	Bi-annual	Reports signed by the Director and confirmed by the Portfolio Councillor for Technical Services
CIV4	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	DELIVERING BASIC SERVICES	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	To address ad-hoc complaints related to building maintenance from different sections within the municipality	Civil	314 226 619.30	43 989 000.00		%age of maintenance complaints addressed as received	Output	Percentage (%)	90%	90%	90%	90%	90%	90%	Manager: Buildings	Quarterly	Maintenance Register and report signed by the Director (summary and calculations)
CIV5	Output 6: Administrative and financial capability.	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	DELIVERING BASIC SERVICES	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	Develop a comprehensive buildings maintenance plan and a short term plan for implementation in the current year	Civil				% Implementation of the building maintenance plan	Output	Percentage (%)	0%	90%	0	45%	0	90%	Manager: Buildings	Bi-annual	Maintenance Plan and Maintenance Register and report signed by the Director (summary and calculations)
CIV6	Output 6: Administrative and financial capability.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	DELIVERING BASIC SERVICES	Accelerated Municipal Transformation and Corporate Development	Refurbish and maintain safe and acceptable municipal buildings and facilities	Develop a comprehensive buildings maintenance plan and a short term plan for implementation in the current year	Civil				Number of Building Maintenance Steering Committee Meetings convened	output	number	0	1	0	0	0	1	Manager: Buildings	Annual	Minutes of the meeting and the register
CIV7	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Ensure 100% expenditure on approved grant funding and explore other sources of funding	Civil				% of MIG budget spent	Process	Percentage (%)	100%	100%	10%	40%	60%	100%	Manager: PMU	Quarterly	Budget versus expenditure report from the financial system including the funding source and calculation
CIV8	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved quality of roads and storm water infrastructure (including sidewalks)	Upgrade of gravel roads to tarred roads with storm water infrastructure and street furniture	Implementation of the Capital Program (MIG+INTERNAL FUNDING)	Civil			BS25.1.1	Km's of roads upgraded from gravel to blacktop including street furniture	Output	Kilometres (km)	9,903km	1,22Km	0km	0km	0km	1,22Km	Manager: PMU	Annual	(Invoices will be linked to relevant PIP's) Completion certificates, progress reports signed by the Director/SED
WS1	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create an efficient system for Infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Water			BS20.1.1	Submission of Sector Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan For Water & Sanitation by 30 June 2018	Process	Process indicator - business plan	0	Submission of a Business Plan to obtain funding for the preparation of the comprehensive Infrastructure Master Plan	Appointment of consultants and contractual obligations	Feasibility studies	Draft Business plans and Reports	Final submission of Business plans to sector departments (Department of Water Affairs and COGTA)	Director: WSA	Quarterly	Draft infrastructure business plan, approval of the business plan by the SED and Council Resolution
WS2	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To create an efficient system for Infrastructure operations and management	Develop a Comprehensive Infrastructure Master Plan (It will cater for key focus areas including: Housing development, Water and sanitation, water safety plan, Roads and storm water, Energy – High voltage, Electrification, Maintenance Plan, Asset replacement plan, waste management and catalytic projects)	Water				Implementation of the Web Based WSDP Module 1 by 31 December 2017	Process Indicator	Process indicator - implementation of the web based WSDP Module 1	Approved Module 1 WSDP	Implementation of the Web Based WSDP Module 1 by 31 December 2017	0	Implementation of the Web Based WSDP Module 1 by 31 December 2017	0	0	Director: WSA	Annual	Confirmation of implementation of the Module 1 of the WSDP by Department of Water Services
WS3	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	DELIVERING BASIC SERVICES	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	To ensure the provision of appropriate sanitation and potable water to all households in Newcastle Municipality.	To prioritise the implementation of the Master plan	Water				The review and approval of the WSDP by January 2018	Output	Reviewed WSDP	Approved WSDP	The review and approval of the WSDP by January 2018	0	0	The review and approval of the WSDP by January 2018	0	Director: WSA	Annual	Council Resolution

[illegible]

	NEWCASTLE MUNICIPALITY DRAFT SDBIP 2017/18																					
SDBIP REFERENC E NUMBER	OUTCOME 9	NATIONAL KPA	BACK TO BASICS PILLAR	IDP PRIORITY	ENTITY OBJECTIVE	ENTITY STRATEGIES	FUNCTIONAL AREA (LIST AS PER THE FUNCTIONAL AREA ON THE BUDGET)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (OPERATIONAL)	APPROVED BUDGET 2017/18 BY FUNCTIONAL AREA (CAPITAL)	KPI No. LINKED TO IDP	KEY PERFORMANCE INDICATOR	KPI TYPE (INPUT, OUTPUT, OUTCOME, PROCESS)	UNIT OF MEASURE	BASELINE	ANNUAL TARGET 2017/18	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	RESPONSIBLE OFFICIAL (DESIGNATION)	FREQUENCY OF REPORTING	PRIMARY SOURCE OF EVIDENCE
UTW001	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Monthly Section 71 Oversight Reports to Shareholders	UTHUKELA WATER	R66,793,005.76		0	Submit Monthly Section 71 Oversight Reports to Newcastle Municipality	OUTPUT	Number	12	12 Monthly Reports	3 Monthly Oversight Reports	3 Monthly Oversight Reports and 1 Quarterly Performance Report	3 Monthly Oversight Reports	3 Monthly Oversight Reports	Farida Moola	Monthly	Reports, Proof of Submission
UTW002	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Communicate company performance to stakeholders and public	Submission of Performance Reports as legislated by the MFMA					Submit Final Annual Report, Annual Performance Report and Mid Year Performance report to Newcastle Municipality	OUTPUT	Number	1 of each Report (3)	1 Annual Report, 1 Performance Report, 1 Mid Year Performance Report	1 Annual Report and 1 Annual Performance Report		1 Mid Year Performance Report		Luiz Cunha , Farida Moola and Kay-lee Wells	Bi Annually; Annually	Reports, Proof of Submission
UTW003	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	Compliance with statutory company and local government legislation					To ensure compliance with all MFMA Requirements (except where there is no budget provision)	OUTPUT	Number	1		1 Signed Control 4 Sheet	1 Signed Control Sheet	1 Signed Control Sheet	1 Signed Control Sheet	Luiz Cunha	Quarterly	Signed MFMA Requirement Control Sheet
UTW004	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	Identify and Manage Risks					Submit Annual Risk Assessment and Quarterly Risk Monitoring Reports	OUTPUT	Number		1 Risk Assessment and 4 Quarterly Reports	1 Risk Assessment; 1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	1 Quarterly Report	Kay-lee Wells	Annually; Quarterly	Risk Assessment; Quarterly Reports
UTW005	Output 2: Improving access to basic services.	BASIC SERVICE DELIVERY	Good governance;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Ensure Good Corporate Governance	To ensure readiness in case of disaster for Bulk Water Services					Appoint a Disaster Recovery Steering Committee. Schedule Monthly Meetings to complete planning for disaster recovery plan	PROCESS	Number		1 Appointed Steering Committee ; 12 Meetings	1 Appointed Steering Committee ; 1 Monthly Planning Meeting	1 Monthly Planning Meeting	1 Monthly Planning Meeting	1 Monthly Planning Meeting	Luiz Cunha	Monthly	Appointment of Members; Monthly Meeting Notices, Agendas and Minutes
UTW006	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	Water Conservation Management					To Restrict bulk water losses on raw water and potable bulk pipelines to less than 15% per annum	OUTCOME	Percentage	18%	15%	15%	15%	15%	15%	Hannelie Hickley; Clever Dhlhiwayo	Monthly	Monthly Operations Report
UTW007	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	To supply agreed bulk water volumes to Newcastle Municipality					To supply bulk water volumes in terms of the WSP/WSA agreement and budgeted volumes	OUTPUT	Kilolitres	33 Million	25 - 30 Million					Hannelie Hickley; Clever Dhlhiwayo	Monthly	Monthly Operations Report
UTW008	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	To supply quality bulk water in terms of SANS 241:2015					Produce bulk water testing 95 % or above across all Determinants of SANS 241:2015	OUTCOME	Percentage	95%	95%	95%	95%	95%	95%	Hannelie Hickley; Clever Dhlhiwayo	Monthly	Monthly Operations Report
UTW009	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Asset Management	Perform regular asset conditional assessments and Maintenance Planning					Submit an annual asset conditional assessment report, recommendations and asset maintenance plan to Newcastle Municipality	OUTPUT	Number	1	1	1 Asset Conditional Assessment and Asset Maintenance Plan				Dick Lemmer; Hannelie Hickley; Clever Dhlhiwayo	Annually	1 Asset Conditional Assessment and Asset Maintenance Plan
UTW010	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Planning, development, management and control of sustainable bulk water volumes and quality assurance	Coordination of of the regional bulk water master plan steering committee					Coordinatate quarterly meetings of the regional bulk water master plan steering committee		Number	4	4	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Hannelie Hickley; Clever Dhlhiwayo	Quarterly	Notice of Meetings, Agendas and Minutes
UTW011	Output 1: Implement a differentiat ed approach to municipal financing, planning and support.	BASIC SERVICE DELIVERY	Delivering basic services;	Improved access to basic service delivery (i.e. Water, sanitation, electricity, housing, waste removal)	Sustainable financial management	sustainable financial management to ensure uninterrupted service delivery		R66,793,005.76		0	To invoice the WSA monthly for bulk water services rendered and to expect payment from the WSA within 30 days of date of invoice as per the WSP agreement.	OUTPUT	Number	12	12	3 Invoices	3 Invoices	3 Invoices	3 Invoices	Farida Moola	Monthly	Monthly Invoices, Proof of Submission, Proof of Receipt

STEP BY STEP GUIDELINE TO DRAFT SDBIP 2017/18

1.0	Using dropdown list, specify Output as per Outcome 9
2.0	Using dropdown list, specify KPA as per National KPA
3.0	Using dropdown list, specify Pillar as per Back to Basics Pillar
4.0	Using dropdown list, specify Priority as per IDP Priority list
5.0	Using PMS Guidelines (STEP 3) - compile Departmental Objectives (this must be informed by the Departments Core and Non-core functions). The departmental objectives may be aligned to the Organisational Strategies on the Organisational Score-card linked to the relevant functional area
6.0	Using PMS Guidelines (STEP 3) - compile Departmental Strategies to align to Departmental Objective as linked to the relevant functional area.
7.0	List the functional area that is aligned to the Departmental Strategy. This MUST be the functional area as per the approved budget
8.0	Insert the total operational budget for the specified functional area as approved
9.0	Insert the total capital budget for the specified functional area as approved
10.0	KPI number to be inserted as aligned to the IDP. All KPI's in the Organisational score-card as approved MUST be included on the SDBIP
	Additional KPI's MAY be included to allow for the monitoring of Departmental Strategies that are not included in the IDP /Organisational Score-card.
11.1	Using PMS guidelines and KPI definition template, populate KPI exactly as per the Organisational Score-card for the 2017/18 financial year
11.2	Using PMS guidelines and KPI definition template, include Additional KPI's to allow for the monitoring of Departmental Strategies that are not included in the IDP /Organisational Score-card.
12.0	Using dropdown list, specify KPI type
13.0	Using PMS guidelines (STEP5), specify the unit of measure.
14.0	Using PMS guidelines (STEP 6) Specify the baseline for KPI (if the KPI is number - the baseline MUST be a number, if the KPI is a %age - baseline must be a %age, and so on. For a new KPI where a baseline is not available, please insert "NEW KPI"
15.0	Using PMS Guidelines (STEP 7) Insert Annual Target as per the Organisational Score-card for the relevant KPI for the 2017/18 financial year
15.2	Insert Annual Target as for new KPI for the 2017/18 financial year
16.1	Using PMS guidelines (STEP 8) Insert quarterly targets as per the frequency of reporting. Unpack Annual Target as per the Organisational Score-cards where available. Ideally all annual targets should be unpacked quarterly at this level, unless the Annual target is done only once in the year. The System process on the KPI definition should assist in determining quarterly targets
17.0	Using PMS Guidelines (STEP 9) Specify the responsible official (Designation of responsible official - not the name of the official)
18.0	Using PMS Guidelines (STEP 10) Specify the frequency of reporting
19.0	Using PMS Guidelines (STEP 11) Specify the Primary source of evidence

NEWCASTLE MUNICIPALITY												
KEY PERFORMANCE INDICATOR (KPI) DEFINITION												
KPI OWNER :	Hlengiwe Manqele					DESIGNATION :	Manager : Executive Support					
KEY PERFORMANCE AREA AS PER IDP	Good Governance					OBJECTIVE AS PER IDP	To ensure good governance through openness, transparency and accountability in the organization.					
STRATEGY AS PER IDP	To strengthen executive support .					KPI NUMBER						
BACK TO BASICS PILLAR	Good Governance					KPI NAME	Monthly Progress reports on execution of resolutions to Manco, Exco, Council and MPAC submitted to relevant executive strcutres					
TYPE OF KPI (INPUT, OUTPUT, OUTCOME OR PROCESS)	Output					QUARTERLY / BI-ANNUAL/ ANNUAL REPORTING	Quarterly					
LEGISLATION APPLICABLE (Specify)	None					CORE OR NON-CORE FUNCTION (Specify)	Governance					
BACKGROUND TO KPI What is being measured and why? What impact will this have? Why was this KPI chosen?						Department to input						
Standard/Increasing/decreasing/variable target (Increasing means that the target for each quarter is higher than that of the previous one (Except for Q1), Decreasing means that the target for each quarter is lower than the previous one (Except for qtr1), Variable means that the values could be higher or lower than the targets and varies each quarter.						standard						
PROGRAMMES AND PROJECTS SUPPORTING THIS KPI Alignment to local, provincial and national programmes and projects)						This is in line with Council resolution / best practice						
PROCESSES CARRIED OUT TO ACHIEVE TARGETS RELATED TO KPI												
Prompting questions and information to complete the business process												
BUSINESS PROCESS / PHASES	What information is used for the process	Document the process (activities) and procedures followed in relation to the process flow (this must be supported with evidence)	Who is responsible for the process? (list the designation of the Official/department)	What is the source information relevant to the indicator/target and where does it originate from? (E.g. unit, name and designation of person etc.).	What input is required ? Specify operating budget, capital budget, internal human resources, external expertise.	If there a link between the activities/processes and the budget, specify relevant link (Eg. Vote or project Number)	What is the output of each phase?	What is the type or source of primary evidence to support the output of each phase?	What is the process and procedures followed in monitoring and validation of the actual performance achievements? List the different levels from start to finish of the phase and the responsible officials.	In collating the information, is the source information coming from different locations? (If yes, list the type, number, etc. of locations)	Is the phase dependant on other source/ unit/departments/sect or department? If so specify	Potential risks in not achieving targets for each phase
PLANNING	Resolutions from Statutory committees	Collation of minutes from Corporate services as per resolution register	1. Corporate - L Botha (Senior Clerk) 2. Office of the Municipal Manager - Phillie Molefe (Senior Clerk)	1. Minutes Register Corporate - L Botha (Senior Clerk) 2. Execution of resolutions template - Office of the Municipal Manager	Internal Human Resources	Specify Cost centre for Corporate Services and Office of the Municipal Manager (salary cost centre)	1. Minutes Register 2. Execution of Resolutions Template	1. Approved minutes from Statutory Committees 2. Electronic Minutes Register	Department to complete in consultation Corporate Services	Yes... Corporate Services, Sets of approved minutes as per minute book, located at Corporate Services - Records	Yes - Corporate Services	Committees not meeting, minutes not being finalised and approved.
EXECUTION	Execution of resolutions template	Circulation of Execution of resolution template to departments by e-mail	Office of the Municipal Manager - Phillie Molefe (Senior Clerk)	1. E-mail of Execution of resolutions template - Office of the Municipal Manager	Internal Human Resources	Specify Cost centre for Corporate Services and Office of the Municipal Manager (salary cost centre)	Completed template by Departments	1. Emailed submission of completed template to Executive support and Completed template from relevant statutory committees considering the report	Template circulated to departments by Executive support by the end of the month. Deaprtments submit completed template by 7th of next month. Executive support Reviews submissions, acknowledges receipt, consolidates report for submission to relevant committees. Committees consider consolidated reportsd	Yes, all departments via email, primary evidence relating to progress report remains with department	Yes - all departments	Template not circulated to departments, departments not submitting completed template, Executive support not submitting to relevant committee, Committees not convening to consider report
REPORTING	Completed Execution of resolutions template	All departments submit completed template to the Executive Support Office by the 7th of	Manager : Executive Support - Hlengiwe Manqele, Senior Clerk - Phillie Molefe	Consolidated report from Exective Support, Minutes of relevant committee	Internal Human Resources	Specify Cost centre for Corporate Services and Office of the Municipal Manager (salary cost centre)	Report approved by relevant Committees	Report and Minutes	Completed submissions from departments by email, consolidated report by Executive Support,	Yes - departments, and corporate services	Yes - all departments	Non submission of reports from departments, Executive support not submitting to relevant
Strengths of the unit that will promote the achievement of the KPI			Adequately resourced									
Weaknesses of the unit that may result in the KPI not being achieved			Staff turnover									

Opportunities that the unit has not capitalised on as yet that will promote the achievement of the KPI	Communication with all departments, centralisation of function with Corporate services
Threats that the unit may be exposed to that may result in the KPI not being achieved	Instability in management and committees
How is the KPI SPECIFIC ?	KPI specifies what is required for which committees
How is the KPI MEASURABLE ?	Specifies reports and sources of evidence is clear
How is the KPI ACHIEVABLE ?	Submission of the reports to the committees
How is the KPI REALISTIC ?	yes. Human resources are available to co-ordinate
How is the KPI TIMEBOUND ?	yes - specifies Monthly

NEWCASTLE MUNICIPALITY PERFORMANCE MANAGEMENT GUIDELINES

Step 1	Outline the National Key Performance Areas (KPA's), B2B PILLAR and IDP alignment Outlining Key Performance Areas is the first step in the performance management process. According to the 5-Year Local Government Strategic Agenda, all municipalities are required to cluster their priority issues identified during the IDP development and review processes around the following KPA's: <ul style="list-style-type: none"> o Service delivery; o Local economic development PLUS Cross Cutting o Institutional transformation; o Democracy and governance; and o Financial viability. 	Step 6	Provide baseline information The next step is to determine the baseline indicator for each set KPI. A baseline indicator is the value (or status quo) of the indicator prior to the period over which performance is to be monitored and reviewed. For all basic services, this MUST be aligned to the Statistics used in the IDP. There will be no baseline for new KPI's – the baseline should state "New KPI – No Baseline". Baseline information can also be the standard or norm for the KPI (legislated, norms, Standard Operating procedures, policy decision of Council).
Step 2	Define IDP PRIORITY that fall under each KPA In its IDP The Newcastle Municipality will cluster the elements within each of the broad KPA's under IDP Priority An example: Under the Service Delivery KPA there will be several Strategic Focus Areas such as water and sanitation, electricity, etc	Step 7	Set annual targets for each KPI over the 5 year period to be reviewed annually In this step annual performance targets must be set for each identified KPI. Performance targets should comply with the SMART principles (Specific, Measurable, Achievable, Realistic and Time related). It is important to guard against setting too many performance targets. Target dates for the completion of actions should be set in conjunction with those Departments responsible for their achievement. It is important to be realistic in the setting of target. If realistic targets are not set the municipality will create false expectations and also set its employees up for failure. <u>Setting of targets</u> 1. Targets can have only 1 unit of measure. 2. Avoid using default percentages of 25%, 50%, 75% and 100 as the targets for the respective 4 quarters – instead show the actual progress up to that point e.g. 30% as at Q1, 55% as at Q2, 70 % as at Q3 and 100% as at Q4. There must be accurate values which can be substantiated as targets. For audit purposes, management must also be able to indicate how the targets were arrived at. By using the 25/50/75 & 100, it appears as if we are using guesswork and the audit committee is not happy with that. 3. When percentage targets are set, a project plan must be maintained by the Unit indicating what each target % comprises of and when reporting actual results, how each result is arrived at. This plan must be uploaded to the Performance Monitoring system as evidence and provided to PME when requested. Example: If the target for quarter 1 is 25%, the project plan could be as follows: a) Completion of draft project plan: 10% b) Approval of project plan: 5% c) Obtain funding: 10% If the first 2 steps are completed in Q1, the result reported will be 15%. 4. Targets should be set to promote improvement i.e. as far as possible, the targets should be higher than the previous year (or lower in the case of reducing targets). If lower targets are set (or higher for reducing targets), justification must be provided when requested. 5. Where statutory requirements need to be adhered to, the target, unit of measure and other details have to be the same as that indicated in the statutory requirements e.g. the Performance Management regulations. If for example the legislation states that all building plans must be finalised within 14 days, the target cannot be 90%. It must be 100% as the legislation says ALL. Any deviations from this target can then be explained. 6. Targets and results are cumulative within the year. In addition, if a KPI target, programme, project or sub project is to be fully achieved in 1 quarter, the targets for quarters prior to achievement will be 0 and after will be 100. Example: If a target of 100 for a project is set for quarter 2 and no work was scheduled for quarter 1, the target for Q1 will be 0, quarter 2 will be 100 and quarter 3 & 4 will also be 100. The annual target must equal to the cumulative sum of the quarterly targets. If targets are static, this must be stated in the KPI/ project name 7. Management must provide targets for all quarters when submitting the draft scorecard and SDBIP for the year. 8. Targets can be annual i.e. only report formally in Q4. However, if this is the case, the audit committee want to see progress reports for these KPI's each quarter so that potential problems can be detected. However, quarterly targets are preferable. 9. Targets in the SDBIP should be aligned to the targets in the Scorecard for related projects. 10. If there is a direct link between the KPI and SDBIP project/s, the unit of measure must be the same. 11. Targets at year end don't have to be 100% - they should reflect the planned status at the end of the financial year. If the work will be carried out over a few years, the Q4 target in year 1 will be whatever is intended for completion in that year. In year 2, the target will be an accumulation of work to be completed in that year, plus the previous year and so on. 12. Targets must not be set to measure a % of a % eg. If the annual target is 90% implementation of a project plan, the Q4 target must be 90%. It CANNOT be e.g. 30%, meaning 30% of 90%. This complicates the measurement and is not SMART. 13. Targets and results are cumulative within the year. In addition, if a KPI target, programme, project or sub project is to be fully achieved in 1 quarter, the targets for quarters prior to achievement will be 0 and after will be 100. Example: If a target of 100 for a project is set for quarter 2 and no work was scheduled for quarter 1, the target for Q1 will be 0, quarter 2 will be 100 and quarter 3 & 4 will also be 100. The annual target must equal to the cumulative sum of the quarterly targets. 14. Any formula used to calculate a target must be available and specified on evidence to be submitted
	Formulate appropriate development Goals/ objectives and high level strategies for each IDP PRIORITY As a third step the municipality will design high level objectives and strategies per IDP PRIORITY. An objective is a measurable statement of intent, measurable either quantitatively or qualitatively. It's a series of elements of the vision or mission broken down into manageable quantities. There is no hard-and-fast rule about how many objectives and strategies to set, but it is important to make it manageable and realistic and it is therefore advisable to limit the number. Objectives are SMART steps that can be taken to meet the Vision and Mission eg:- <i>"To create a safe and healthy environment for all our citizens by 2018"</i> *Emphasis is " WHAT WILL BE ACHIEVED by when "		
Step 3	Strategies define the steps to be taken to achieve objectives and is linked directly to the functions of the municipality. Eg <i>"To increase the percentage of households with access to a basic level of solid waste removal"</i> Emphasis is "HOW WILL THE OBJECTIVE BE ACHIEVED" Develop suitable Key Performance Indicators (KPIs) As a fourth step it is necessary to determine KPIs, which define what needs to be measured in order to gauge progress towards achieving the development objectives discussed in the previous step. KPIs must be measurable, relevant, simple and precise. They simply define how performance will be measured along a scale or dimension (example: "number of houses to be built"). KPIs can also be used to: <ul style="list-style-type: none"> - Communicate the achievements and results of the municipality. - Determine whether a municipality is delivering on its developmental mandate. Indicate whether the organisational structure of a municipality is aligned to deliver on its development objectives. Promote accountability by the council to its electorate. <u>KPI's should be SMART (Specific, Measurable, Achievable, Realistic, Time related)</u> <ol style="list-style-type: none"> 1. Be simple and easily understood by any reader. 		

<p>Step 4</p>	<p>2. Be strategic and indicate at a high level what needs to be achieved. Stick</p> <p>3. As far as possible include a verb (action word) that tells the reader what will be done e.g. Implement, monitor, ma</p> <p>4. As far as possible, be the same each year so that results are comparable from year to year.</p> <p>5. Be selected such that information used to report actual results is available. There should be no guess work when reporting results.</p> <p>6. As far as possible, be outcome indicators.</p> <p>7. Be accompanied by a KPI definition document for each KPI.</p> <p>8. Be linked to one or more projects on the SDBIP, either directly or indirectly.</p> <p>9. Be a function that is within your control.</p> <p>10. Reflect the projects on which the unit budget will be spent. The SDBIP is a budget implementation plan and thus all projects related to the substantial use of the capital budget must be included on the SBDIP. As the SDBIP must be linked to the scorecard, a corresponding KPI must be created to ensure that this link exists. In addition, KPI's should be based on the key functions of the Unit – KPI owners and plan owners should ask the question "What is the main function/ objective of the Unit". The answer to this question will direct the Unit in developing their KPI's.</p> <p>11. Use the KPI Definition template supplied - this will be required for Audit purposes</p> <p>KPI's should not:</p> <p>1. Cover more than 1 focus area in the same KPI – make these 2 separate KPI's.</p> <p>2. Be ambiguous – the wording should clearly indicate what needs to be achieved.</p> <p>3. Be related to external factors to the municipality (confine KPI to competency and resources of the municipality)</p> <p>4. Include operational issues – these should be monitored within the Unit using an operational plan</p> <p>5. Be selected if the results cannot accurately be measured or where determining the results involves using guess wo</p>	<p>Step 8</p> <p>Indicate quarterly targets to be met arising out of the each of the set annual targets based on the budget for the year under review which will cascade into the SDBIP</p> <p>This step is about unpacking each of the annual targets and dividing them into quarterly targets. Provision must be made in the organizational scorecards for targets to be met in respect of the first, second, third or fourth quarter, which must be aligned to the cash flow projections planned in terms of the budget. It is important the in this instance, the output targets are aligned to the input targets of the budget</p> <p>Please use the same guidelines in STEP 7 when unpacking quarterly targets.</p> <p>Quarterly targets must reconcile to Annual target if the unit of measure is "Number" . A cumulative target must be specified as such in the Comments column provided.</p> <p>For KPI's related to the Implementation of a Plan , the plan must inform the targets. This must be available for the PME unit and auditing.</p>
		<p>Step 9</p> <p>Allocate responsibility to departments for execution of actions</p> <p>It is also necessary to decide who takes responsibility for what actions. In the case of the organisational scorecard responsibility would be allocated to a Department. In regard to departmental and other lower level scorecards a name/designation must be placed alongside each action described above. This is also a way of cascading the responsibility from the strategic level down to the operational level and from the organisational goals right down to individual employee performance. In this way individual employees can also see exactly what their roles are in achieving the strategic objectives.</p>
		<p>Step 10</p> <p>Provide frequency of reporting on progress</p> <p>In this column the frequency of reporting must be inserted which could be :</p> <p>ü Quarterly</p> <p>ü Bi-Annually or</p> <p>ü Annually</p> <p>Whilst KPI's may be designed in such a way so as to action strategies monthly or more frequently, for the purpose of performance reporting, this will be consolidated for atleast annual reporting, and/or at most quarterly reporting.</p>
<p>Step 5</p>	<p>Indicate the types of Key Performance Indicators AND unit of Measure</p> <p>Input Indicators: These indicators are typically cost related. As the name suggests, they literally measure what inputs have been made towards achieving the objective and they are most relevant to the day-to day operations of a municipality. Examples of input indicators include costs, equipment, human resources, time, etc.</p> <p>Process indicators: These indicators describe how well municipalities use their resources in producing services. They cover the activities and operations that convert inputs into outputs. They are essentially internal types of indicators.</p> <p>Output indicators: These indicators refer to "products" produced by processing inputs (i.e. the end point of an activity), for example the number of houses built or the number of electricity connections made. Output indicators should only be used for those functions for which the municipality is directly responsible.</p> <p>Outcome indicators: These indicators measure the extent to which strategic goals or outcomes are being met. Outcomes are usually based on the results of different variables acting together (for example increased economic activity as a result of improved water supply). They measure the effect that the goals and objectives are having on the community and they are important diagnostic tools. Based on many variables, they tend to lag behind output indicators because they can only be measured after the outputs have been produced. They are also more difficult to measure and are usually influenced by factors external to the municipality's control, so it cannot necessarily be said that a municipality is solely responsible for performance in this regard.</p> <p>Unit of measure : This is a standard for measurement and can be expressed in value form usually as a "Number", "Percentage", ratio etc.</p>	<p>Step 11</p> <p>Specify the source of evidence to be used for verification and auditing purposes</p> <p>This is necessary to ensure that the actual reported on, and/or the reasons to be specified should a target not be achieved is evidenced. This will allow for credible reporting through the evaluation and auditing processes.</p> <p>This step must allow the relevant structures that is mandated to play an oversight or executive role or to manage that particular performance area and the structure that will receive the reports on that KPA and SFA.</p> <p>All Supporting Evidence must be available to substantiate all KPI targets set, for the Purpose of the Planning template, the PRIMARY source of evidence must be specified.</p> <p>For any KPI relating to meetings, the source of evidence MUST be minutes and attendance register. Minutes must be structured such that it addresses the intention of the KPI directly</p> <p>In respect of evidence to support calculations for targets and actual reported, the formula MUST be specified on the evidence and tie back to the calculation on the evidence. All supporting information leading to the calculation must be specified as this must be submitted to PME and auditors</p>

INPUT
OUTPUT
OUTCOME
PROCESS

BASIC SERVICE DELIVERY
MUNICIPAL INSTITUTIONAL
DEVELOPMENT AND
TRANSFORMATION

LOCAL ECONOMIC DEVELOPMENT
MUNICIPAL FINANCIAL VIABILITY
AND MANAGEMENT
GOOD GOVERNANCE AND PUBLIC
PARTICIPATION
CROSS CUTTING

- Putting people first; A
- Delivering basic services; B
- Good governance; C
- Sound financial management; and D
- Building capable local government institutions. E

- Output 1: Implement a differentiated approach to municipal financing, planning
- Output 2: Improving access to basic
- Output 3: Implementation of the Community Work Programme.
- Output 4: Actions supportive of the human settlement outcome.
- Output 5: Deepen democracy through a refined Ward Committee Model.
- Output 6: Administrative and financial capability.
- Output 7: Single window of

Sound Financial Management /Viability
Improved access to basic service delivery
(i.e Water, sanitation, electricity, housing,
waste removal)

Local Economic Development (Eradication
of poverty and unemployment)

Improved quality of roads and stormwater
infrastructure (including sidewalks)
Environmental sustainability
(Environmental conservation
/management)

Accelerated Municipal Transformation
and Corporate Development
Improved access to public facilities
(including educational facilities -provincial
mandate)

Improved Community Safety
Improved access to basic health services
(NB : Provincial Mandate)
Improved access to land (including Land
Reform)

- a. the percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b. the percentage of households earning less than R1100 per month with access to free basic services;
- c. the percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's
- d. the number of jobs created through the municipality's local, economic development initiatives including capital projects;
- e. the number of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's
- f. the percentage of the municipality's budget actually spent on implementing its workplace skills plan; and
- g. the municipality's financial viability as expressed by the ratios for debt coverage, outstanding service debtors to revenue and cost coverage.

Core Functions
Schedule 4 Part B
Storm-water Management systems in Built up areas
Water and Sanitation Services
Municipal Public Works
Fire Fighting Services
Air Pollution
Child Care facilities
Municipal Airports
Municipal Health Services
Municipal Public Transport
Building Regulations
Municipal Planning
Trading Regulations
Local Tourism
Electricity and Gas Reticulation
Pontoons, ferries, jetties etc

Non-Core Functions
Schedule 4 Part C
Municipal Roads
Control of undertakings that sell or supply goods
Facilities for the accommodation of persons
Licensing of dogs
Licensing and control of undertakings
Noise Pollution
Pounds
Public Places
Control of public nuisances
Local Sports facilities
Municipal parks and recreation
Cemeteries
Cleansing
Refuse Removal, refuse dumps and refuse transfer stations
Traffic and parking
Billboards and the display of advertisements
Fencing and fences
Markets
Street Trading
Street lighting
Beaches and Amusement Facilities
Municipal Abattoirs
Funeral parlours and crematoria

Core Functions
Module 5 Part B
l liquor to the public
n, care and burial of animals
akings that sell food to the public
and solid waste disposal
vertisements in public places
ies
a